

California Public Utilities Commission

Request for Proposals

**California Solar Initiative (CSI)
Single-Family Low-Income Program Manager**

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I. Introduction

The California Solar Initiative (CSI) is a statewide incentive program for solar energy systems that has a goal of supporting the installation of 3000 MW of distributed solar throughout California by 2017. CSI was established in California Public Utilities Commission (CPUC or Commission) decision D.06-01-024 and an implementation plan for the program was outlined in decision D. 06-08-028. On August 21st, 2006, the Governor signed Senate Bill 1 (SB1), which directs both the CPUC and the California Energy Commission (CEC) to implement the CSI program given specific requirements in the legislation. Commission Decision D.06-12-033 modifies the earlier decisions to ensure that the CSI program is in compliance with SB1 requirements. Assembly Bill (AB) 2723, also passed in 2006, directed that no less than 10% of overall CSI funding be directed towards programs assisting low-income households in obtaining the benefits of solar technology. In D. 07-11-045, CPUC established the parameters of the CSI Low-Income Single-Family program, which seeks to provide low-income homeowners living within PG&E, SCE and SDG&E service areas with access to photovoltaic (PV) solar systems through subsidies. This Decision identifies target low-income households, as defined by California Public Utilities Code Section 2852, provides a general program timeline, establishes important program milestones and outlines the selection process for and responsibilities of the CSI Single-Family Low-Income Program Manager.

Broadly, the CSI Single-Family Low-Income Program Manager team must possess the following:

- Experience with solar PV technology
- Experience working with low-income households on energy-related issues
- Experience working with community groups, nonprofit and government agencies that serve low-income populations throughout the state of California
- Experience formulating and delivering a marketing and outreach campaign targeted at low-income households, and including educational and vocational components

II. Program Manager Responsibilities

1. Overview

The primary role of the CSI Single-Family Low-Income Program Manager is to support the Energy Division in implementing the Commission's adopted CSI Single-Family Low-Income program as described in D. 07-11-045.

The Program Manager will develop and manage the CSI Single-Family Low-Income program under the guidelines established in D. 07-11-045 and the Scope of Work (SOW) contained in this RFP. It is the Program Manager's responsibility to act as the program's administrator, provide the Commission with program updates and evaluations, and maintain records regarding all program incentives awarded.

2. Program Administration and Evaluation Budget

There is a maximum of \$15.16 million available for the contract resulting from this RFP, including both administrative (\$10.83 million) and marketing and outreach (\$4.33 million) activities. Of the \$108.32 million allocated for the CSI Single-Family Low-Income program, 10% (\$10.83 million) has been earmarked for administration, 4% (\$4.33 million) has been earmarked for marketing and outreach and 1% (\$1.08 million) is dedicated to program evaluation. The remainder (85% or \$92.07 million) is dedicated to actual incentive payments.

The CSI Single-Family Low-Income program will run through December 31st, 2015. However, completion of CSI Single-Family Low-Income projects may last through December 31st, 2016. The Program Manager contract is expected to last for the duration of the program, until all projects have reached completion. However, the contract will be subject to review in 2011 with respect to the achievement of program milestones in 2010 and the independent, biennial review that same year. In 2011, the Energy Division will choose to continue, modify or cancel the Program Manager contract. The Energy Division may reissue the contract for bid. The Program Manager contracted at the outset of the program will be tasked with developing a program strategy, Program Implementation Plan and budget for the entire life of the program as well as administering the Program for the entire contract period. The program strategy, Program Implementation Plan and budget should include deliverables at regular intervals in anticipation of quarterly program reviews, annual expenditure reviews and biennial independent program evaluations.

3. Scope of Work Tasks

Critical functions of the CSI Single-Family Low-Income Program Manager include identifying and establishing contact with potential qualifying low-income households, partnering with community-based organizations for outreach, implementing the incentive program statewide and collaborating with city and county housing agencies or private lending institutions to create financing packages for applicants. The Scope of Work is clearly defined in D.07-11-045 and generally falls under four broad tasks:

Task	Description of Task
1	Develop and execute a comprehensive program implementation plan
2	Identify, establish relationships and generate partnerships with stakeholders
3	Create and execute a targeted marketing and outreach campaign
4	Develop and regularly update a system for program monitoring and evaluation

Task 1- Develop and execute a comprehensive program implementation plan

- A. The implementation plan must include a complete program timeline and expected cost breakdown for the life of the program, through December 31, 2016.
- B. The implementation plan must incorporate the following program milestones:
 - a. Within 12 months of the release of D.07-11-045, the CSI Low-Income Single-Family program will be implemented within the service areas of PG&E, SCE and SDG&E.
 - b. By the end of 2010, 1,000 PV systems shall be installed on low-income single-family homes. These systems must comply with all requirements in the general California Solar Initiative Program Handbook.
 - c. By the end of 2010, the Program Manager shall have made reasonable efforts to identify the eligible population across the state within the PG&E, SCE and SDG&E territories, and have attempted to contact them about the low-income single-family incentive program.
 - d. The Program Manager must submit quarterly reports on program progress and annual reports on program expenditures to the Director of the Energy Division.
- C. The implementation plan must be submitted in writing to the Energy Division. The Energy Division will notify the Program Manager that the implementation plan is approved. Modifications to the implementation plan must be submitted in writing to the Energy Division.

Task 2 – Identify, establish relationships and generate partnerships with stakeholders

- A. Identify and establish relationships with low-income single-family homeowners
- B. Identify and establish relationships with community-based organizations that serve low-income homeowners
- C. Identify, partner and work with solar installers to install PV systems on target homes
- D. Identify and partner with appropriate entities to develop “green job” training and other workforce development programs
- E. Collaborate and partner with city and county housing agencies to create in-place, flexible financing packages
- F. Explore and secure other funding options with private corporations and government agencies
- G. Collaborate with the administrators of LIEE and CARE programs on delivery strategy
- H. Work with PG&E, SCE and SDG&E to direct incentive payments to eligible recipients

Task 3 – Create and execute a targeted marketing and outreach campaign

- A. Hire multilingual staff to meet language requirements of low income populations
- B. Hire staff that can develop communications accessible to persons with disabilities
- C. Educate low-income customers on solar technology and energy efficiency measures
- D. Create a marketing plan to attract eligible populations of all qualifying income levels
- E. Provide customer support, including responding to complaints, problems and maintenance needs

Task 4 - Develop and regularly update a system for program monitoring and evaluation

- A. Submit quarterly reports to the Director of the Energy Division on the progress of the CSI Low-Income Single-Family program. The quarterly reports must include the following information, which may be subject to modification by the Energy Division:
 - 1. Number of applications received
 - 2. Number of applications accepted
 - 3. Size of installations and expected annual output
 - 4. Total system cost in \$ / kW before subsidy
 - 5. Progress of installations
 - 6. Geographic areas served
 - 7. Incentive dollars paid by each utility
 - 8. Installer used (if applicable)
 - 9. LIEE / CARE-eligibility of applicants
 - 10. Administrative and marketing expenditures
- B. Respond to direct requests for information from the Energy Division at any time. These requests may include requests for program progress, expenditures or other data.
- C. Develop and maintain a database of program participants, complete with the information listed above. This database will be updated regularly and the Program Manager will respond to data requests from the Energy Division and independent program evaluators in a timely manner. The Program Manager may consider, but it is not required, sharing a database with other aspects of the CSI program.
- D. Submit an annual audit of program expenditures to the Director of the Energy Division each year the program is active. The purpose of this audit is to ensure program funds are paid to legitimate and verified installations of solar energy systems on qualifying homes, and that administrative funds are spent in a reasonable and appropriate manner. This audit may be verified by an independent, external party.

- E. Submit to a biannual program evaluation review by the selected Low-Income Program Evaluator.

III. Proposal Requirements

General Proposal Submission Requirements:

1. Work Plan, including program implementation plan and budget
2. Experience and Qualifications, including resumes of personnel and organizational chart
3. Bidder Costs

A. Time Schedule of RFP Selection Process

The Energy Division will select the CSI Single-Family Low-Income Program Manager and direct the program throughout its duration. The Energy Division will issue to the parties to this proceeding, a draft scope of work and RFP for the CSI Single-Family Low-Income Program Manager. After receiving comments and making necessary revisions, the Energy Division will direct Southern California Edison, on behalf of the IOUs, to issue the final RFP.

The key dates associated with the RFP process are as follows:

<u>Event</u>	<u>Approximate Timeline</u>
RFP issued	
Bidders must file intent to bid	+2 weeks
Bidders' Conference	+1 week (3 weeks)
Written questions from Bidders due	+1 week (4 weeks)
Energy Division responses to questions	+1 week (5 weeks)
Final Date for Proposal Submission	+1 week (6 weeks)
Evaluation of Proposals Completed - The Energy Division will review all proposals, select a Program Manager and seek final approval of its selection through a Commission resolution.	+4 weeks (10 weeks)
Notification of Winning Bids	+2 days (10wks, 2 days)
Selected Bidder must submit final program implementation plan	+4 weeks (14wks, 2 days)
Contracts approved and signed by SCE and Contractor - The Energy Division will direct SCE to contract with the Program Manager to perform the duties as specified in this plan.	+2 wks (16 wks, 2 days)
Contract work starts	+3 wks (19 wks, 2 days)

B. Work Plan

The CPUC is interested in innovative Proposals that can realistically form new and long-lasting partnerships to serve low-income communities and can effectively lower solar supply

and installation costs over the course of the Program. The Program Manager will be responsible for developing a strategy for carrying out the directives in D. 07-11-045 for the CSI Single-Family Low-Income program and implementing that strategy. Please submit a detailed proposed work plan for accomplishing the tasks described in Section II. The work plan should include the following:

- Program Implementation Plan
 - Timeline of Program activities through December 31st, 2016, based on tasks outlined in Section II. The timeline must include these critical milestones:
 - Within 12 months of the release of D.07-11-045, the CSI Low-Income Single-Family program will be implemented within the service areas of PG&E, SCE and SDG&E
 - By the end of 2010, 1,000 PV systems shall be installed on low-income single-family homes
 - By the end of 2010, the Program Manager shall have made reasonable efforts to identify the eligible population across the state within the PG&E, SCE and SDG&E territories, and have attempted to contact them about the low-income single-family incentive program
 - Quarterly reports on program progress and annual reports on program expenditures submitted to the Director of the Energy Division.
 - Closure of the application process on December 31st, 2015
 - Suggested modifications or enhancements to the tasks outlined in Section 2, the reasoning for these recommendations, and the proposed method for accomplishing the recommended changes.
- Program budget and estimated administrative costs
 - Overall Program administration budget (for the entire Program through December 31, 2016) broken down by scope of work task item in Section II. Include separately a marketing and outreach budget to cover marketing and outreach activities. The total budget for Program administration and marketing and outreach cannot exceed the cap set forth in D. 07-11-045.

(*NOTE: The Work Plan developed as part of this RFP proposal submittal will be used for evaluation purposes. The final Work Plan submitted to the CPUC by the winning Bidder must be consistent with the proposed Work Plan submitted with the Bidder's Proposal.)

C. Experience and Qualifications

In order to demonstrate relevant expertise and capacity to successfully execute the responsibilities of the Program Manager, please include biographies and resumes of all key staff. In ten pages or less, please document the project team's qualifications as they apply to

performing the tasks in the Scope of Work. Qualifications required and means of demonstrating them are:

- Experience installing and / or designing solar PV systems
- Experience serving low-income populations
- Experience developing marketing strategies directed at low-income communities and accessible communications for persons with disabilities
- Experience creating finance packages appropriate for energy efficiency measures and / or solar energy systems
- Knowledge of the needs of low-income, single-family homeowners with respect to household energy needs and financial
- Language ability for major language requirements of eligible low-income populations
- Knowledge of LIEE and CARE programs
- Experience with and knowledge of energy efficiency measures and energy audits at the residential level
- Widespread city and county government contacts throughout California
- Ability to create partnerships with private sector financing entities
- Existing relationships with affordable housing
- Experience delivering programs through collaboration with multiple stakeholders (i.e., no preexisting constraints on partnering latitude)
- Knowledge of or experience with job training and / or workforce development programs, especially for low-income communities
- Data gathering and analysis skills
- Bidders, proposed partners and sub-contractors must possess an amount of insurance coverage commensurate with the activities in which they plan to engage
- Bidders should also include the following attachments:
 - a) Personnel: A detailed description of the proposed relationship between the key personnel, support staff, and other resources that are expected to participate in the Contract. This description must show which aspects of the CSI Single-Family Low-Income program each person, by name and title, will be responsible for and the approximate percentage of their time that will be devoted to this Contract. Aspects of work should correspond to the work generally described in Section II. Resumes of all key personnel are required.

b) Organizational Chart: Illustrate the proposed relationships between the project manager, key personnel, support staff, other contractors, and other resources that are expected to participate in the project.

D. Bidder Costs

Proposals must include a cost bid sheet that reflects the estimated total hours required to administer the CSI Single-Family Low-Income Program for the entire program lifespan. The cost bid sheet should identify the responsibilities and include the fully loaded hourly rate for each staff person that will be devoted to this contract. The Cost Bid Sheet is separate from the proposed Program budget. The proposed administrative budget should be based on the costs presented on the Cost Bid Sheet. The Bidder Costs should not exceed the total amount allotted for program administration, \$15.16 million.

E. Conflicts of Interest Disclosure

For the purpose of evaluation, all bidders are required to disclose any and all potential conflicts of interest. Certain conditions may render a bidder unable to give impartial, technically sound, objective assistance and advice, otherwise result in a biased work product, or result in an unfair competitive advantage. In order to properly evaluate and judge the proposed contractor, and avoid termination and/or controversy at a later stage, disclose for each participating firm:

1. Bidders must disclose in their Proposal any current business relationship with firms that perform energy-related work in California, or develop, manufacture, inspect or install technologies with solar power or distributed energy applications. (Provide the firm's name, the nature, scope and duration of the relationship or interest, and its total monetary value).
2. Bidders must provide a statement, signed by the principal of each participating firm, asserting that the information provided in this Proposal is correct to the best of your knowledge.
3. Scenarios not covered herein may be considered on a case-by-case basis as part of the evaluation and scoring of proposals, if the scenario appears to create a conflict of interest that potentially prevents the bidder from providing unbiased service.

IV. Proposal Evaluation Process

Phase I – Compliance with RFP

Proposals will be opened and checked for the presence or absence of required information in conformance with the submission requirements of this RFP. Proposals that are not in compliance with the RFP will be rejected.

Phase II – Bidder's Team, Qualifications and Approach Submissions and Evaluation

Proposals that pass Phase I will be evaluated and scored by an Energy Division proposal evaluation committee based on the criteria listed below. Proposals that contain false or misleading statements, or provide references that do not support an attribute or condition claimed by the proposer, may be rejected. The following table presents the scoring criteria and score weights that will be used.

Scoring Criterion	Weighting	Comments
Proposed Work Plan	40%	Proposed work plan demonstrating a clear understanding of the focus and intent of the Single-Family Low-Income Program, a practical approach to implementing the work, and the ability to competently complete the assigned tasks.
Experience and qualifications of team members	40%	Experience and skills of individuals who will be doing the work
Bidder Costs	15%	The hourly rates quoted in the proposal
Conflicts of Interest	5%	Potential conflicts of interest are either extremely limited or issues of transparency are thoroughly addressed in Proposal.